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ABSTRACT

Zero Based Staffing/Services (ZBS/S)--a management tool designed to portray the relationship between the people or staff of an agency and the services they perform--was used in this study to inventory library services and staffing at the Central State University Library and provide a long-range planning analysis for library and university administrators. Within this framework, the staffing and services of the following library departments are described: Reference, Circulation, Government Documents, Public Access, Archives, Acquisitions, Cataloging, Serials, and Personnel Services. An organizational chart of the library is provided, and the text is supplemented by various charts and diagrams. Information from selected Texas universities for comparison is appended, and an index is included. (EW)

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ZERO BASED STAFFING/SERVICES ANALYSIS

FOR THE

CENTRAL STATE UNIVERSITY LIBRARY

Compiled by the CSU
Library Managers

Edited by
John Lolley, Director

Edmond, Oklahoma
Fall, 1986

Central State University

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ZERO BASED STAFFING/SERVICES

INTRODUCTION

Zero Based Staffing/Services (ZBS/S) is a management tool which attempts to portray the relationship between the people or staff of an agency and the services they perform. Unlike other budgeting or planning processes that place the primary emphasis on funds allocated, ZBS/S emphasizes the human element in the services provided by the agency. For instance, zero based budgeting (ZBB) is a budgetary process whose basic tenet "requires justification of an entire budget request in detail without reference to what has happened in the past." ZBB asks managers to decide, "What will happen if only 90% of the budget is awarded? 60%? 30%? or 0%?" ZBS/S asks, "What will happen if certain positions are not refilled or cut? What services will not be provided? or what services will be added when additional staff are added? Perhaps the best method of differentiating between traditional budgeting practices and ZBS/S is that the former assumes that the awarding or withholding of funds is the primary determinent in the quality and quantity of services offered, while ZBS/S assumes that people are the primary determinent in the quality and quantity of services.

ZBS/S provides a long-range planning analysis for library and university administrators. It graphically demonstrates the staff required to offer excellent, adequate, or critical levels of library services. ZBS/S depicts the amounts and types of services an academic library should provide and allows administrators to choose the level they feel appropriate for the university. The term "zero-based" will not be utilized literally, that is reducing each library function to zero services. It is symbolic in that extraordinary circumstances would have to prevail before a function would attain such a level of staffing/services. Specifically, ZBS/S will provide library and university administrators with:

1. An inventory of the services the library can provide. Often university officials do not fully realize the types and amounts of services a university library provides and what it takes to provide these services.

2. A more realistic portrayal of the relationship between people and services than typical administrative documents such as year-end reports, line item budgets, or organizational charts reveal.

3. A graphic depiction of the impact on the types and amounts of services as staff are allotted.

4. A long-range staffing document for the administration to utilize when budget periods are favorable. This ZBS/S analysis should serve as a five year staffing plan.

ZBS/S RECOMMENDATIONS FOR THE CSU LIBRARY

During the spring semester of 1984, a ZBS/S analysis was conducted with the following recommendations emerging:

1. For excellent level of services, the Association of College and Research Libraries (ACRL), a division of the American Library Association (ALA), recommends a professional library staff of 26 with a support staff of 78 for a university of 8,500 FTE offering undergraduate and masters level programs. (The CSU Library has a staff allotment of 16 professional positions and 37 support staff. Currently, 3 professional and 2 support staff positions remain unfilled.) We fully realize that the ALA recommendations are utopian at the present. However, it should be remembered that the library is attempting to provide this excellent level of services with a professional staff of 13 librarians and 32 support staff. We, therefore, recommend that during highly favorable budget times the university consider the ALA standards as appropriate staffing goals.

   The following chart reveals the staffing pattern for professional librarians:
   (Sample years are used where staff changes occurred.)

Year	Staff	Budget	Collection	Enrollment
1971-72	13	$ 553,392	253,483	10,678
1974-75	15	749,635	349,992	12,736
1976-77	16	995,968	448,809	12,846
1983-84	13	1,340,000	700,000	13,000
American Library Association Standards for Excellent Service				
	26	1,600,000		13,000

2. Since highly favorable budget times do not appear to be prevalent in the the near future, we recommend that during a "maintenance" period, the University should restore the 3 professional and 5 support staff positions presently unfilled. If possible, government documents, reference, and public access librarians should be employed. CSU is one of the few libraries its size with no government documents librarian. (For comparison see Appendix.) Further, 5 support staff positions are necessary for adequate level of services.

3. If either of these recommendations can not be fulfilled, the CSU Library should follow the ZBS/S analysis, which for some areas calls for the provision of critical level services. Also, certain organizational changes will be enacted resulting in further reductions of some library activities.

4. If either of the first two recommendations can not be fulfilled, we recommend that the library's hours be reduced. The CSU Library is presently open longer than any regional university library and slightly more than the major comprehensive university library in the state.

5. If further budget cuts must be enacted, we recommend that the ZBS/S analysis be considered, that the library is already in the critical level of services provided in some areas and that no further reductions in staff be enacted. We also recommend that the library not be closed during any furlough period, that it remain open for faculty research, student and community use, and for essential internal activities. (For example, the CSU Library has not conducted a comprehensive inventory in 15 years. The library is attempting to convert the records of the collection to machine readable form to be utilized in the automated systems. The library has

not conducted a comprehensive collection development analysis for many years to determine which materials should be added and which deleted.)

LIBRARY STAFF POSITIONS

The CSU Library staff is divided into two major divisions, Public Services and Technical Services. There are four departments: Reference, Cataloging, Acquisitions, and Serials. The library is assigned the following positions:

I. Management:

A. Director. This position is the typical CEO of a campus agency. Responsible for the overall management of the staff, budget, and collection. The position is generally considered on the same level as the deans of the various schools.

B. Assistant Directors. These positions are misleading in that they involve heavy line duties and responsibilities in addition to the staff duties typical of campus assistant directors. The Assistant Director for Public Services coordinates reference services, government documents,circulation, archives, periodicals, and 2nd and 4th floor services. The Assistant Director for Technical Services coordinates acquisitions, serials, and cataloging. (With the recent loss of a reference librarian and the head of acquisitions, the line duties have increased accordingly.)

C. Department Heads. The CSU Library currently has four department heads: Acquisitions, Serials, Cataloging, and Reference. These are also line positions with absolutely no reduction in load for departmental duties. (The acquisitions position is vacant.)

D. Personnel Librarian. The Personnel Librarian at the CSU Library is responsible for the compiling and administration of the student and part-time staff budgets, the employment and termination processes for student and library staff, building inventory and maintenance, and typical personnel duties.

II. Professional Librarians:

A. Catalogers. Responsible for original cataloging of library materials, conversion of the bibliographic information of the collection from a manual to a machine readable form, and the reclassification of the collection from Dewey to L.C.

B. Reference Librarians. Responsible for the general reference activities of the library, library orientation, course integrated library instruction, on-line data base searching, interlibrary loan, and collection development of the reference and general collection. There are four reference positions (One currently is vacant.) and a department head.

C. Acquisitions Librarian. Responsible for ordering, receiving, and funding of all library materials not of a serials nature. (This position is presently vacant.)

D. Special Services Librarians. All of the above mentioned positions have special areas of concentration or service in addition to their regular responsibilities. The loss of a professional librarian means not only a reduction in the typical professional services of that department, but critical specialities as well. For example, each reference librarian, in addition to typical reference duties is assigned one of the following specialties· interlibrary loan, on-line data base searching, library instruction, and reference collection development and maintenance. (A vacant position is responsible for this specialty.) Each catalog librarian is responsible for one of the following specialities: maps, curriculum materials, juvenile collection, and archives and special collections.

III. Support Staff:

A. Clerk Typist III. These are clerical supervisory positions, many of which are typically filled by professional librarians in libraries much smaller than CSU. Clerk III positions in the library are in circulation, government documents, second and fourth floors, cataloging, acquisitions, and serials. (The fourth floor supervisor is also responsible for the administration of the Oklahoma Room which is staffed on a limited basis.)

B. Clerk Typist II. These generally are staffed by persons with a special skill or fulfilling a specialized role. There are four Clerk II's, two in serails, one in cataloging, and one in acquisitions.

C. Clerk Typist I. These are generally non-supervisory personnel who work directly with the public or in technical areas where professional service is not required.

IV. Part-time Support Staff.

A. The CSU Library presently has eleven part-time support staff positions employed in the public and technical services areas for day, night, and weekend services. The part-time positions are essential in that they allow for flexibility in scheduling.

V. Student Workers. Approximately 80 students are employed each regular semester and during the summer. They are also employed in various areas of public and technical services performing patron service and technical activities such as data input for the library automated system.

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LIBRARY SERVICES 1982-83

CIRCULATION	
Students	73,047
Faculty	4,794
Non-CSU	772
Reserves	8,807
	87,423
Gate Count	399 885
Photocopying	495,459

REFERENCE	
Encounters:	
1st Floor	19,070
2nd Floor	6,489
3rd Floor	30,972
4th Floor	13,065
Documents	4,100
	73,696
On-line Searches	870
Interlibrary Loan	4,265
Library Instruction Classes	119

ACQUISITIONS	
Volumes Ordered	18,084
Volumes Received	16,872
Gifts Received	634

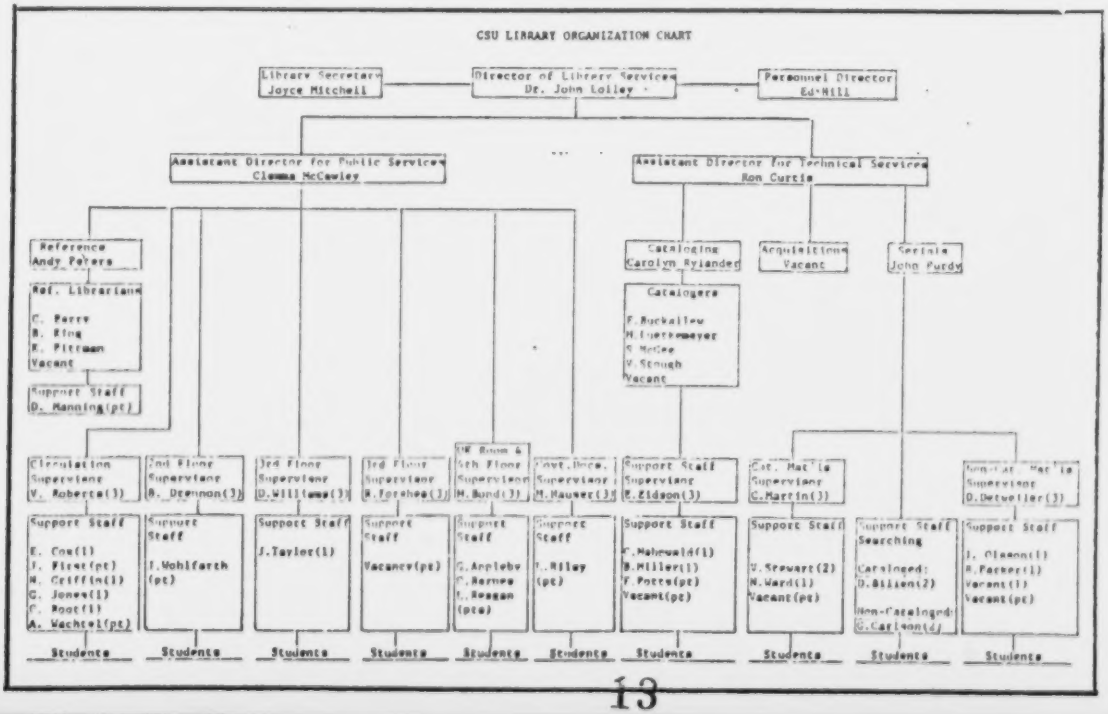
CATALOGING	
Volumes 6/30/82	698,571
Volumes Added	38,066
Volumes Withdrawn	24,502
Total Volumes	712,135

SERIALS	
Current Subscriptions	4,700
Microform Subscriptions	2,700

GOVERNMENT DOCUMENTS	
Items	147,500

AUTOMATED SYSTEMS	
Items Entered into NOTIS	40,472
Volumes Entered into NOTIS	55,955

ARCHIVES	
Volumes Cataloged and in process	1,000
Special Collections unprocessed	6



PUBLIC SERVICES OF THE
CENTRAL STATE UNIVERSITY
LIBRARY

The Central State University community has benefited greatly from the support extended to the library by the university administration. During the past decade, the library materials budget has equaled or exceeded the American Library Association's recommendation for an excellent level of collection development (ALA recommends 6% of a university's budget). As a result of this support, the CSU Library has an excellent monograph collection including four outstanding microfilmed book collections, Western Americana, Wright's American Fiction, Library of American Civilization, and the Library of English Literature. The periodicals collection is considered to be among the best. While current subscriptions are being reduced due to extraordinary increases in price and duplication of coverage, the microfilm periodicals collection has been cited as innovative in the use of serials technology. Further, with the establishment of the Oklahoma Room, the CSU community now has access to Oklahoma historical documents and one-of-a-kind donated special collections. The library has added on-line data base searching service which utilizes over 200 data bases.

The Public Services Division is responsible for developing, maintaining, securing, interpreting, and making accessible the library collection of resource materials. The work of this division requires that the staff have bibliographic knowledge and automation training as well as the ability to interact effectively with patrons of the CSU Library. Some specialized functions of the Public Services Division are information and reference assistance, circulation, interlibrary loan, on-line data base searching, bibliographic instruction, periodicals service, government documents, archives, and collection access and security.

Unfortunately, the staffing level of the Public Services Division has been such that the investment of the university in library services has not been fully realized. Professional librarians are in charge of the reference, interlibrary loan, on-line searching, and bibliographic instruction functions: however, the vital areas of circulation, government documents, periodicals, archives and special collections, and collection access and security are headed by support staff who are very capable and dedicated, but stressed with the assumption of responsibilities traditionally assigned to professional librarians. If any of these area supervisors retires or resigns, it is very unlikely we can find applicants with the needed skills and experience at the support staff level. These areas should be supervised by professional librarians.

Currently the library offers 88 hours of service each week, among the highest in the state, government documents is open 45 hours a week and the archives 12 hours a week, both inadequate periods for a university library. The level of staffing in public access areas of the library directly affects hours of service and to a great extent quality of services. Further, security of the collection and access to the collection must both be considered when deciding how many hours of service a staff can provide.

Therefore, the primary purpose of the following Public Services Division ZBS/S analysis is to dramatically illustrate the relationship between the staff and the types and amounts of public services the division can offer. The university and its constituents deserve the full maximization of the library financial investment. The analysis will portray the benefits of various levels of staffing for the Public Services Division. For instance, even with a modest staff reduction, basic services will continue. There is little time, however, for important auxilliary activities such as: staff development, user studies, and study and analyses of current work policies and practices. On the other hand, adequate levels of staffing allow not only more services at longer hours. but also the implementation of accepted professional and managerial library practices; constant investigation as to the validity of current and future services. the careful study as to the use of technology for public services, and perhaps the most important of all professional activities: collection inventory, collection development, and collection preservation.

The following long-range staffing analysis will provide a blueprint for the greatest maximization of the Central State University's financial investment in the library.

ZERO BASED SERVICES STAFF ANALYSIS

	1980/81				CRITICAL April 1984				ADEQUATE 1984/85				ALA			
FUNCTION	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP
REFERENCE	1	4			1	3		1	1	5	1	1	1	7	1	2
CIRCULATION			1	7			5	1			6	2		1	6	2
GOVERNMENT DOCUMENTS			1	1			1	1		1	1	1		1	1	2
ARCHIVES										1				2	1	1
ACCESS SERVICES			5	6			5	6		1	6	4		3	6	4

MGT = Managers
PROF = Professional Librarians
SSF = Support Staff Full-time
SSP = Support Staff Part-time

Reference service is considered to be one of the most essential services an academic library can offer. Indeed, it is basic. Effective reference service marks the difference between a teaching library, that is, a library that is an integral part of the university instructional program, and one which merely exists on the academic fringe. Effective reference service can also be considered one of the best methods of enhancing the university's investment in library materials. The greatest collection is rendered inadequate without collection development, interpretation and instruction.

In order to offer effective reference services, a reference department in academic libraries engages in three types of activities:

(1) Helping patrons to find whether or not information exists, and if so, where it is located.
(2) Instructing the patron in: how to find information, how to interpret the library's classification and location systems, and how to develop effective search strategies.
(3) Developing materials and resources which will aid persons in the location of information or in learning about finding information.

A glance at the chart on the succeeding page reveals the variety of services necessary to accomplish the activities. The most basic are: Library Orientation, Interlibrary Loan, Reference Collection Development, Information and Ready Reference, On-line Data Base Services, and Material Aids (the creation of guides, bibliographies, media, and other reference works). A good library excells in the basic reference services. Higher levels of reference services, however, are possible at a commuter university, with a large portion of the student body from disadvantaged learning situations, foreign students, and older students who have not used an academic library for many years. The higher levels are a necessity if the university is to realize the potential of its library investment.

Further, higher levels of reference services can dramatically affect the classroom teacher, specialized library instruction, classroom bibliographies, subject bibliographies, increased on-line data base searches, document delivery on request, and on-line updating of classroom bibliographies.

Using the ZBS/S chart, the service level possibilities for the CSU Library are:

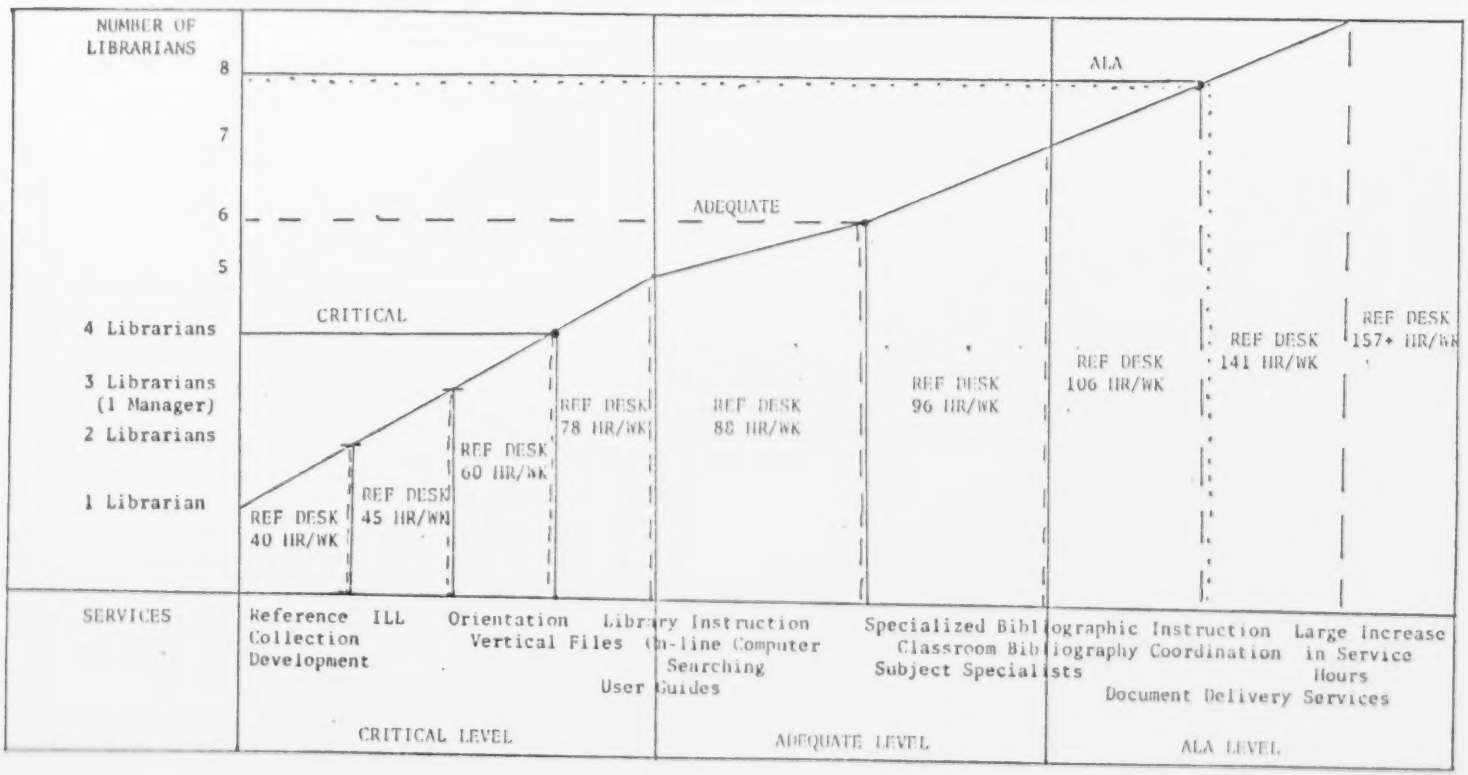
CRITICAL LEVEL: At the present level of staffing (4 librarians, ½ FTE support staff, 3 students), the Reference Department at the CSU Library has not yet restricted the most essential services (reference collection development, reference desk, ILL, and library instruction), but has restricted other basic services (on-line computer search services) and is unable to offer certain other desirable services. Further reductions in staffing would mean that even the most essential services would have to be restricted.

ADEQUATE LEVEL: In order to offer satisfactory amounts of both basic and essential services, 6 librarians, 2 FTE

support staff, and 6 students would be necessary. This would mean the reference desk could be staffed all hours the library is open, albeit without much stability during peak work periods or during those times of staff illness or vacation.

ALA LEVEL: In order to offer acceptable levels of essential and basic services as well as minimum amounts of other desirable services without sacrificing stability in any area of service, 8 librarians, 3 FTE support staff, and 7-8 students are necessary.

RECOMMENDATION: The librarian position which is currently frozen be immediately opened, a full-time support staff position be added, and as soon as possible, at least 1 additional librarian and 1 full-time support staff position be added to the Reference Department to reach an adequate level of staffing and service.



SERVICE LEVELS

CIRCULATION

The circulation area is part of the "Library Keys," that is, the central core of the library on the first floor which allows the student to "unlock" the library. Circulation, reference services, and the library catalog provide the keys to the resources housed throughout the library. In addition to the responsibility of checking out over 88,000 books per year, at least 8% of these are kept overdue and therefore must be claimed with overdue notices. Collection of fines and charges for lost materials involves financial holds and clearances for a large cash accounting activity. Each year approximately 400,000 patrons use the library which creates a very large security responsibility for the first floor. In addition, the circulation area is responsible for reserves, telephone information and referrals, renewals, and searches and holds.

The library is currently open 88 hours per week, 8 more than the University of Oklahoma. The circulation and security areas must be covered every minute the library is open. Failure to staff circulation deprives the student of one of the main reasons for having a university library. Failure to staff the security area jeoprodizes 700,000 university owned items.

ZBS/S analysis:

CRITICAL LEVEL: At the present time the Circulation Department is staffed by 6 FTE support staff. Many university libraries the size of CSU have a professional manager in charge of circulation services. In the critical level of staffing, students must man the exit control desk and assist at the circulation counter evenings and weekends. The unit is kept open for 88 hours per week. For many of these hours, particularly evenings and weekends, the lowest levels of staff are the only staff members in the building. In the critical level of staffing, the unit can staff the exit control desk, check out materials, offer reserve services, serve as the main telephone switchboard for the library, send overdues, collect fines, and renew materials. Any reduction in staff in the critical level will result in a reduction of service hours.

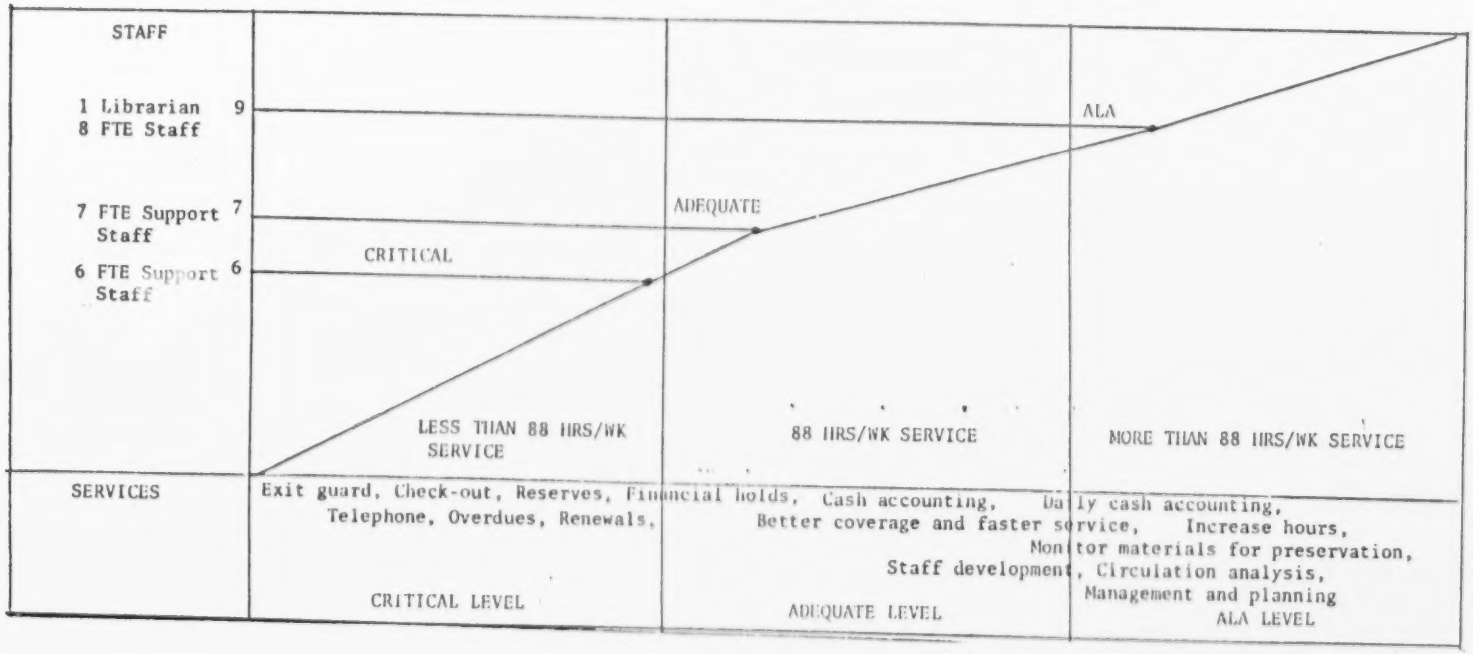
ADEQUATE LEVEL: The adequate level of staffing for circulation is 7 FTE support staff. We are presently operating in the critical level of staffing for circulation. As such the staff tends to skip breaks and lunches to cover the areas. Any sickness or vacation means more undue stress. The addition of one FTE support staff will alleviate this situation. Further, the Clerk III supervisor can assume more management or supervisory activities, particularly in staff training and development. The present supervisor has considerable experience in circulation and should be utilized more for the planning of the soon-to-be renovation of the first floor. The adequate level of staffing would insure this.

ALA LEVEL: The ALA level of staffing calls for one professional librarian/manager and 8 FTE support staff. A professional librarian/manager would not only oversee circulation activities, but would also serve as the night and weekend manager. Presently, the only professional person available during these times is a reference librarian assigned to the first floor. It is unrealistic to expect part-time

support staff to assume such awesome responsibility during nights and weekends.

Further, a professional librarian/manager could provide management and planning activities for the unit. Analytical studies and reports of patron trends would be invaluable.

RECOMMENDATION: The CSU Library should employ one FTE support staff immediately.


STAFF
1 Librarian 9
8 FTE Staff
7 FTE Support Staff 7
6 FTE Support Staff 6
ALA
ADEQUATE
CRITICAL
LESS THAN 88 HRS/WK SERVICE
88 HRS/WK SERVICE
MORE THAN 88 HRS/WK SERVICE
SERVICES
Exit guard, Check-out, Reserves, Financial holds, Cash accounting, Daily cash accounting, Telephone, Overdues, Renewals, Better coverage and faster service, Increase hours, Monitor materials for preservation, Staff development, Circulation analysis, Management and planning
CRITICAL LEVEL
ADEQUATE LEVEL
ALA LEVEL

GOVERNMENT DOCUMENTS

The CSU Library Government Documents unit develops, processes, maintains, and provides public access to United States and Oklahoma State documents. Both the federal and state governments require that a basic level of services be provided and that reports be filed and inspections conducted in order to maintain depository status. Last year 40,043 documents were received and processed. The present size of the collection is 147,500 items.

Any staffing analysis of government documents must take into account the relationship with federal and state government document agencies. Local government document collections must be staffed at an acceptable level for the hours it is open or CSU will lose its depository status. Current staffing was established following a federal inspection which set the staff at a minimum of two regular staff plus students to provide services for 45 hours per week. Most libraries the size of CSU employ a professional librarian with government documents training or experience. CSU employs one full-time Clerk III and one part-time Clerk I.

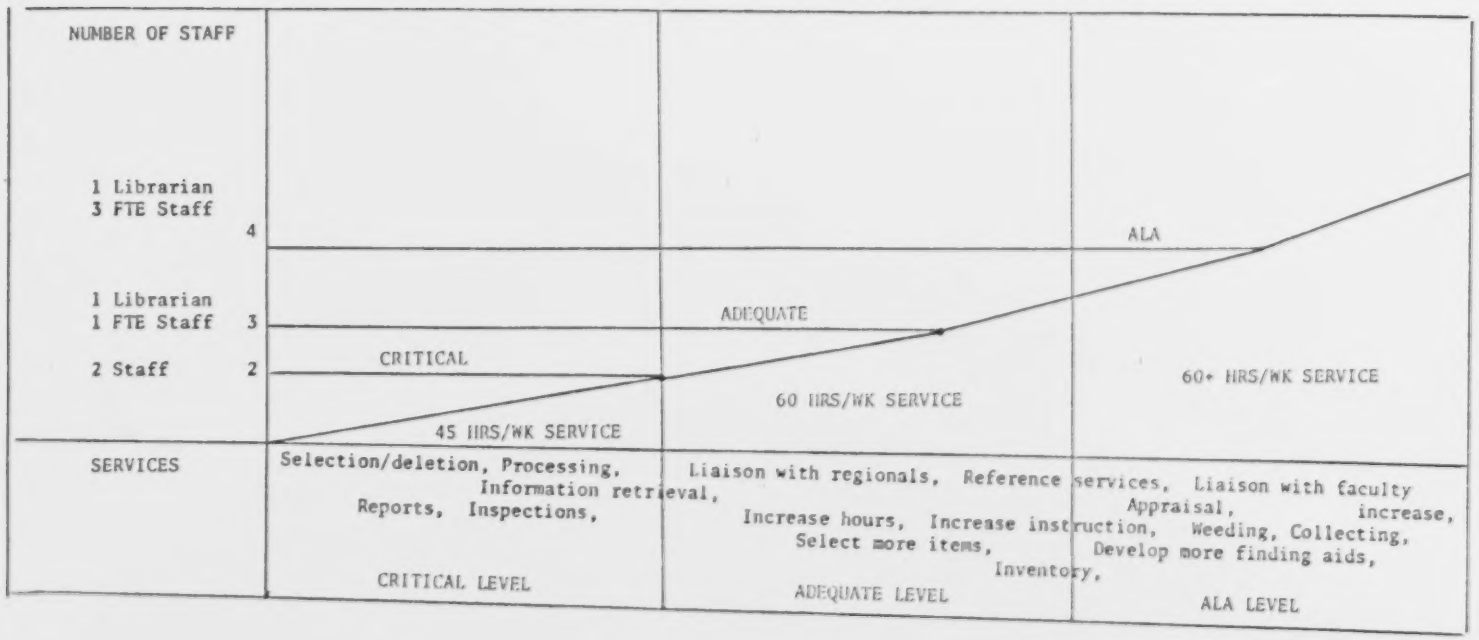
The ZBS/S chart for government documents reveals the disparity between ALA staffing and services and the critical level:

CRITICAL LEVEL: With the critical level of staffing, one full-time and one part-time support staff, the unit can remain open 45 hours per week. Services include the selection and deletion of documents, the organization and processing of documents, information and document retrieval upon request, the compilations of reports, and inspection preparation. Forty-five hours is approximately one half of the time the CSU Library is open. There is no night and weekend government document service!

ADEQUATE LEVEL: At the adequate level of one full-time professional librarian and two full-time support staff, the Government Documents unit of the CSU Library can offer services for 60 hours per week. A professional documents librarian can offer professional service to students and faculty, particularly in the instructional area. Government documents are usually more difficult to use by the uninformed student, but often are the most valuable as they contain information not found in other library materials.

ALA LEVEL: The ALA level of staffing for government documents, one librarian and three support staff, would allow the unit to remain open for the full time the CSU Library is open. There would be increased liason with faculty, instruction in the use of government documents, the development of funding aids, collection development activities to insure the viability of the collection and appropriate inventory and weeding activities. Currently the Assistant Director for Technical Services must input government documents into the library automation system.

RECOMMENDATION: The CSU Library should employ a government documents librarian as a top priority.



28 SERVICE LEVELS 29

PUBLIC ACCESS SERVICES

SECOND, THIRD, AND FOURTH FLOORS

The public areas on the second, third, and fourth floors provide the following services:

Collection security (touring the floors, checking study and carrel areas), collection maintenance (reshelving materials, shelf reading for classification accuracy), bulletin boards and equipment maintenance, patron instruction in the use of materials and machines, cash accounting (third floor receives large amounts of photocopy funds), photocopying and photocopying assistance (microforms photocopying for administration and faculty), process and maintenance of special collections (paperback, curriculum, McNaughton fiction collection, etc.), and carrel assignments. Further, these personnel provide invaluable assistance in collection preservation, collection development, weeding, and inventory.

Public access staff provide user services for three of the four public areas of the CSU Library. This library is exceedingly fortunate in the individuals responsible for such service. Unfortunately, should they resign, replacements might not prove so effective. A professional librarian/manager is needed to lend continuity, supervision, analysis, and planning for improved and coordinated services. A brief statistical review best illustrates the magnitude of the situation. Last year, approximately 40,264 inquiries for information were answered, 55,600 books, cassettes, kits, and fiche were used on the floors; 72,544 periodicals were used in-house; 2,685 ERIC fiche; 95,439 microform copies were made; approximately 500,000 paper copies were made; 1,200 study room reservations and 300 carrel assignments were made. Over 400,000 patrons entered the CSU Library for some type of service.

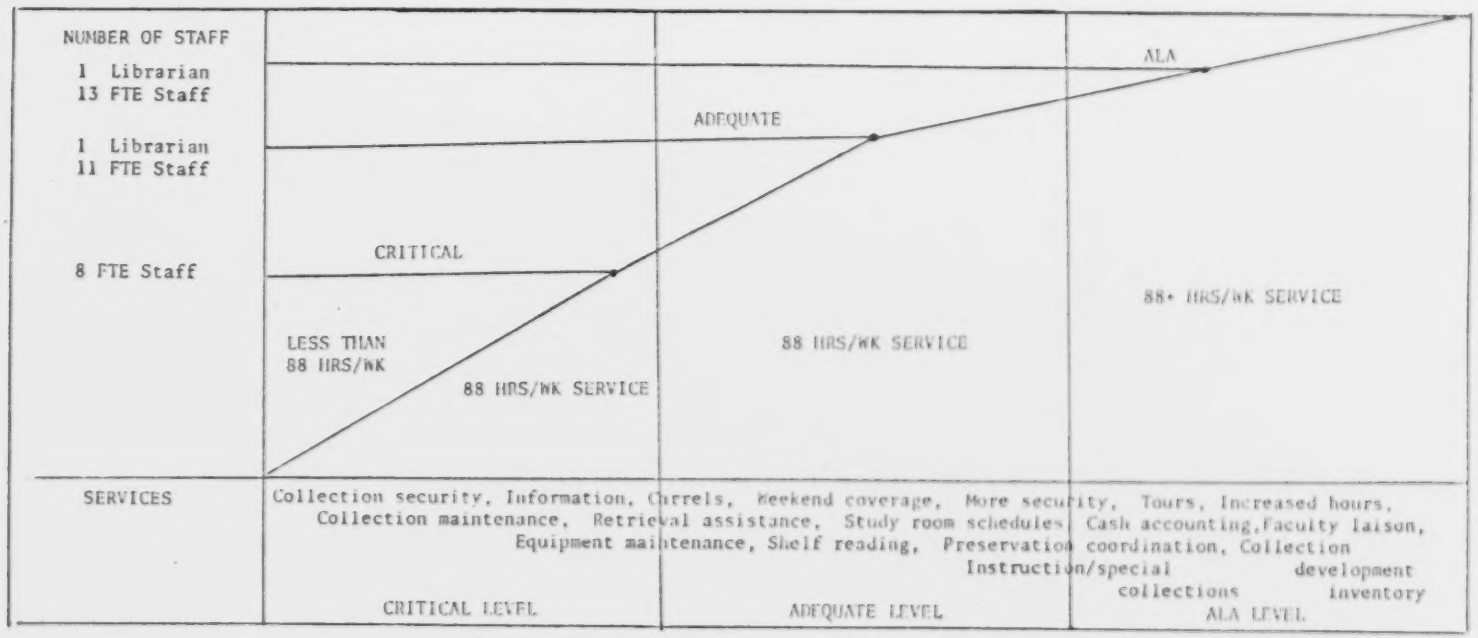
The following ZBS/S chart reveals the service levels available as staff are allocated:

CRITICAL LEVEL: Currently, 8.75 FTE support staff provide services for the three floors for 88 hours per week. Any reduction in this number would be an absolute insufficient and dangerous amount of staff for the areas to be covered, the number of patrons to be served, and the collection to be maintained and made secure! We are presently in the critical level of services that this type and amount of staff can offer, however, minimum levels are possible for 88 hours. We must still rely heavily on the 20 to 25 student aids who must reshelve the thousands of materials utilized by the patrons. For many patrons, student aids must also supply their information needs during weekend and evening hours. As the chart illustrates, if the staff falls further into the critical level, areas must be left unstaffed and patrons will have no assistance with their information needs and retrieval of materials. Security is also sacrificed. Examples of services to be cut when staff is reduced are: study rooms not scheduled (first come, first served), carrels not assigned, unlocked storage files for self-service (poor security), no retrieval assistance, no shelf reading, delays in reshelving materials, infrequent security tours of the floors, limited hours of counter service, and limited maintenance of equipment.

ADEQUATE LEVEL: The adequate level of staffing calls for an increase of at least 3 FTE support staff positions. Adequate level of staffing would dramatically improve the amount and quality of access services. With adequate support staff assistance, the Clerk III support staff supervisors currently serving on the floors would be able to offer some analyses of user patterns, better surveillance of the condition of the collection for weeding or binding, better training and supervision of student aids, improved shelf reading, and planning for improved services. Often they are the only library staff members available for an entire floor.

ALA LEVEL: The ALA level of staffing for access services calls for one professional librarian/manager. This position would also be the circulation librarian/manager, thereby giving the CSU Library professional management of all access services. Further, support staff are required for excellent services for the entire period the library is open.

RECOMMENDATION: At least one support staff person should be immediately employed to allow CSU students adequate levels of access services!



ARCHIVES

Archives and special collections are considered primary services for a university library. Indeed, the collecting and preserving of historical documents was one of the purposes for establishing the early university libraries. Among the proudest achievements of many academic institutions are their special collections which offer students original and one-of-a-kind research materials. The Oklahoma Room of the CSU Library provides suitable security for Oklahoma historical materials collected or donated to the library and maintains and provides very limited access to the collection in accordance with accepted practices.

Currently there is no permanent full-time staff assigned to archives. Most libraries serving an enrollment the size of CSU and in a large metropolitan area have a full-time archivist with appropriate support staff. For instance, a state regional university with one half the enrollment of CSU has a full-time archivist. The Assistant Director for Public Services and the Fourth Floor Supervisor share responsibility for developing the collection and providing limited access to the collection.

The ZBS/S analysis illustrates the chronic need for staffing:

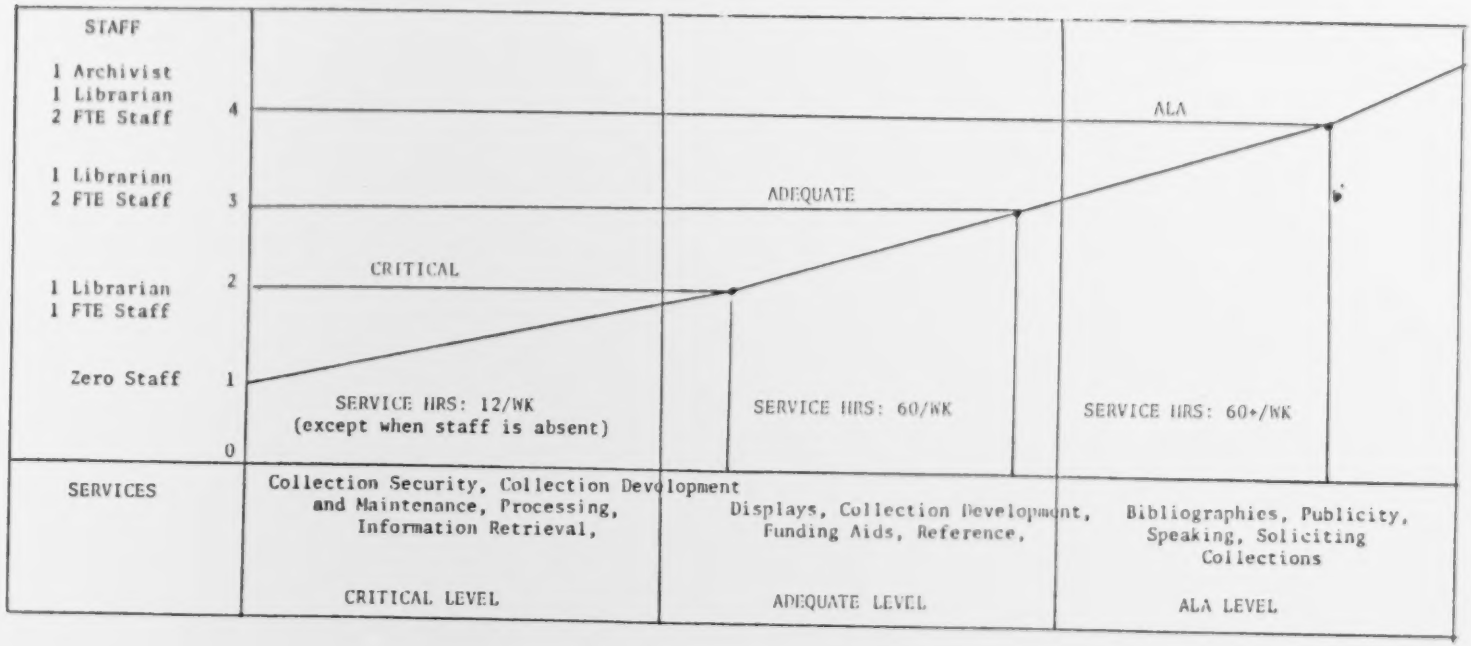
ZERO-CRITICAL LEVEL: With the critical level of staffing, one support staff member whose primary responsibility is the supervision of the fourth floor, with occasional assistance from the Assistant Director for Public Services, is able to open the Oklahoma Room for 12 hours per week. If these persons are absent or must work in other areas, the room is closed! Services included are very limited: collection development, processing of materials, and information retrieval. With this level of staffing the current collection which contains some outstanding donated materials from prominent living persons will stagnate. Further, the Oklahoma Room represents at least $50,000 in construction costs.

CRITICAL LEVEL: The critical level of staffing for the archives and special collections should be one professional archivist and one full-time support staff. A professional archivist is trained in collection development of archives and special collections, conservation and preservation techniques, information retrieval and reference, and above all, funding activities. At least one support staff is mandatory or the archivist becomes little more than a clerk. The critical level of staffing allows the unit to open at least 40 hours per week.

ADEQUATE LEVEL: The adequate level of staffing for this unit would be one professional archivist and two full-time support staff. This staffing level would allow the archives and special collections unit to open for evening and weekend students. It would free the archivist for fund raising activities, bibliographies and publications, orientation and instruction to classes in Oklahoma history and its documents, and the management and planning activities necessary for a progressive archival unit.

ALA LEVEL: The ALA level is one archivist, one librarian, and two support staff. The librarian would be absorbed from another position to work part-time or as needed in archives and special collections. This position would be used to develop and implement the automation of archives holdings on a micro computer creating a local data base. The librarian would also be responsible for entering archival holdings in the national data base system of which CSU participates.

RECOMMENDATION: The University should employ an archivist immediately. (This position would be filled from one of the three currently vacant positions.)



SERVICE LEVELS

TECHNICAL SERVICES OF THE
CENTRAL STATE UNIVERSITY
LIBRARY

The amount of university support for library materials is usually visable and apparent on any campus. That is, the shelves are either filled or not with appropriate materials. What is not so apparent is the university's financial investment in supplies, equipment, and technology necessary to place those materials on the shelves ready for use by the students, faculty, and staff. It is in the support for technical services that the CSU Library has indeed been fortunate. Presently, the library is in the forefront of automation in its technical services. In 1978, the library joined the national on-line cataloging network, OCLC. In 1981, CSU purchased the Northwestern University automation library software package (NOTIS), and in consultation with OCLC, began the implementation of a fully integrated on-line library system. The NOTIS programs are recognized as state-of-the-art as evidenced by the distinguished members of the NOTIS users group.

The concept of "high technology" usually summons up images of gleaming machinery and complex computer terminals. While in a very short period, the library has indeed transformed from a manual system to a technological system, the machines and terminals are the visable "tip of the iceberg." None of them can begin to function without adequate communication, contractual, and supplies funding. A recent survey of student acceptance and use of the on-line catalog over the traditional card catalog was overwhelmingly positive and justifies the university's commitment to technology.

The Technical Services Division is responsible for the selection, purchase, accounting, and cataloging of all library materials. Training and execution of activities in this division requires a high degree of technical expertise in automation, in-depth knowledge of the publishing trade and its trends, and sensitive delineation of cataloging techniques to make materials accessible to the patron. Training is intensive, constantly reviewed and upgraded to keep employees at peak efficiency. Acquisitions, Serials, and Cataloging Departments comprise the Technical Services Division. As in the Public Services Division, there is a direct correlation between the type and amount of staff and the types and amounts of services the technical services areas can produce. The end product of their labors are books, periodicals, maps, cassettes, etc. on the shelves ready for our students to use. It is, therefore, imperative that the Technical Services Division receive adequate staffing to maximize and justify the investment and commitment to outstanding library services.

The ZBS/S functional analyses will reveal serious deficiencies in staffing of technical services. For instance, at the present time the Acquisitions Department is functioning without a department head as the position remains frozen. Many normal activities in this department have been suspended with the Assistant Director and the Head of Serials attempting to keep the department patched together. The time taken for this function left other areas inadequately supervised and operating at a precarious level. The Serials Department has been weakened with two support staff positions frozen. The only bright spot this year has been the filling of the previously frozen support staff position in the Cataloging Department enabling a smooth flow of materials to be cataloged.

The following chart outlines the long-range staffing needs for the Technical Services Division.

ZERO BASED SERVICES
STAFF ANALYSIS

FUNCTION	1980/81				CRITICAL April 1984				ADEQUATE 1984/85				ALA			
	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP	MGT	PROF	SSF	SSP
ACQUISITIONS	1		4	1			4	1		1	4	1	1	1	10	
CATALOGING	1	5	3	2	1	4	4	1	1	4	6	1	1	5	6	4
SERIALS	1		5	1	1		4		1		6	1	1		8	1
AUTOMATION SERVICES															1	2

MGT = Managers
PROF = Professional Librarians
SSF = Support Staff Full-time
SSP = Support Staff Part-time

ACQUISITIONS

The acquisitions function of an academic library is basic, that is, the acquiring of library materials is foundational to all other library functions and services. The one true test of the effectiveness of a library is its ability to provide information. Either the library has acquired the proper materials containing information, or it has not. Students are directly and dramatically affected by the efficiency of the acquisitions area of a library. Specifically, the CSU Library Acquisitions Department is charged with the responsibility of acquiring all library materials except those of a serials nature. This process involves the ordering, receiving, and funding of those materials. It is a time and labor consuming process of searching titles, transferring records, placing orders, processing invoices/payments, and handling the initial processing of the incoming materials.

The department currently consists of three full-time support staff. This is totally insufficient to handle the acquisitions work load of a major university library. The department is without a department head. The last person to fill that position having left in November, 1983. Because of the freeze on hiring, this position has remained vacant. Likewise, one full-time position was transferred to cataloging and one to serials as staffing emergencies developed there. Finally, one part-time position is vacant.

Due to the freezing of funds and inability to purchase library materials as rapidly as normal and due to the extreme loyalty and determination of the small but dedicated remaining staff, the acquisitions area has continued to function--albeit under severe strains. It will, of course, be impossible to adequately meet their responsibilities with a return to normalcy in purchasing. The ZBS/S charts dramatically reveal the difference in the number of staff hours that can be devoted to each acquisitions activity. Staff translates to services, in this case the number of books ordered and received which flow through the system. The cataloging area is directly affected by this number. A slowdown in acquisitions means a slow down in cataloging and a slowdown in circulation and reference. The levels of service available according to staff allocations are as follows:

CRITICAL LEVEL: Currently, the acquisitions area is laboring under a severe worker shortage. The freeze has left the position of department head vacant. Also terminations have dropped the remaining staff to just three full-time support staff. This is desperately inadequate and totally unacceptable. For instance, the bar graph on the following page graphically illustrates the number of staff hours allotted to the activity "Receiving and Initial Processing." This activity determines the number of books released by the department for cataloging and circulation.

ADEQUATE LEVEL: In the period 1982-83, considered to be an adequate staffing year, acquisitions consisted of a department head (professional), one Clerk III, two Clerk II's, two Clerk I's (all full-time), and one part-time staff member. This allowed the department to offer standard services available from most university acquisitions departments.

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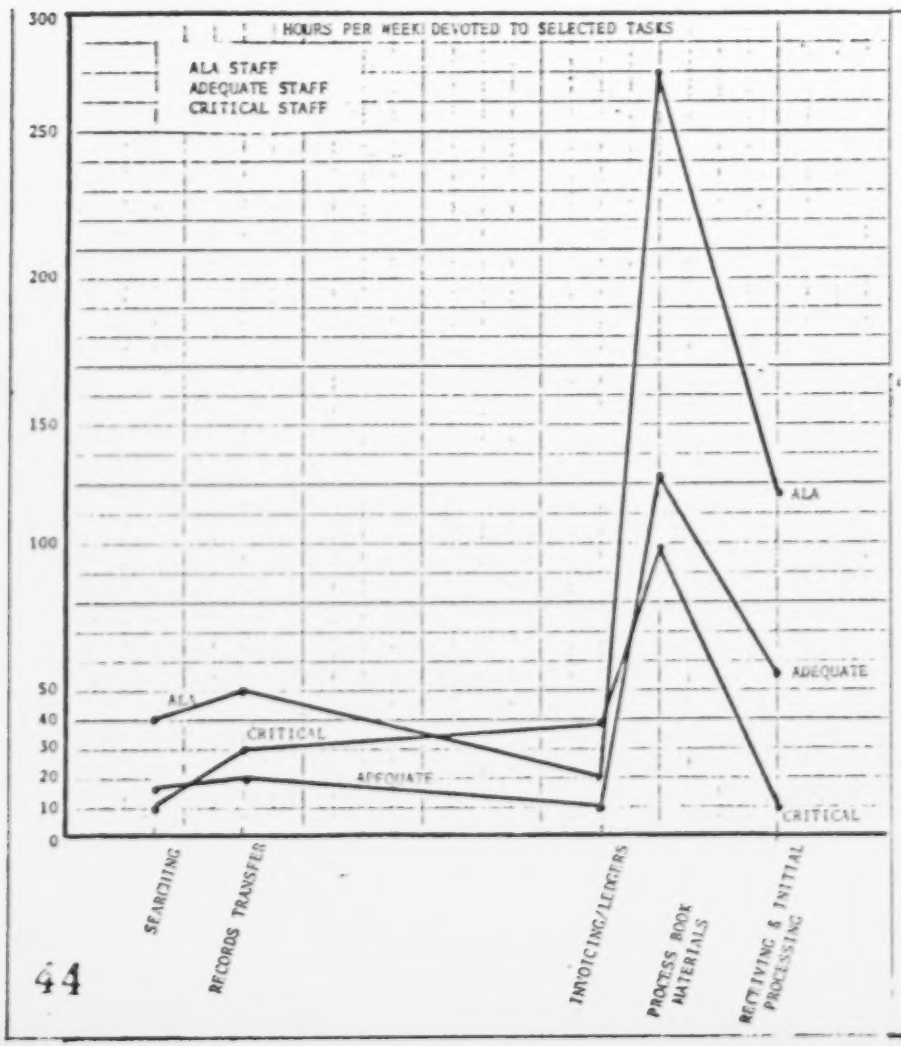
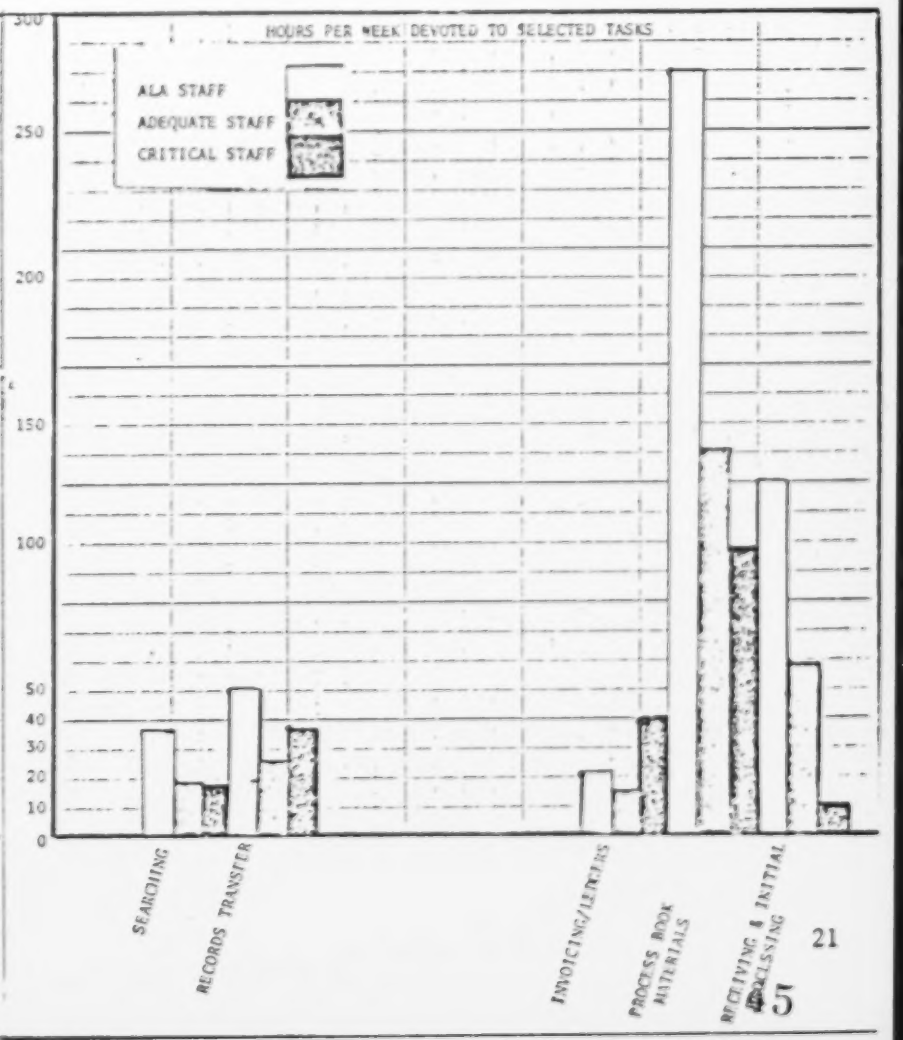
ALA LEVEL: According to current American Library Association staffing recommendations, the CSU Library Acquisitions Department should consist of a department head (professional librarian), an assistant (professional librarian), and ten support staff. This level of staffing would allow for significant increases in service to the academic community.

RECOMMENDATION: The professional position should be filled immediately.





CATALOGING

The CSU Library Cataloging Department is responsible for providing classification for all library materials, labeling the materials, and providing access to the collection for the public. The functions of the cataloging area can be divided into five major areas: catalog materials, input materials, NOTIS cleanup, authorities, and miscellaneous. These areas must function at the same rate or backlogs will begin. We are in the process of changing our records of materials from card to machine readable form. The department has established a five year goal to complete the majority of this large task which will need manpower, machines, and contractual finances. The machines and contractual arrangements principally involve the CSU Library's automation program. Since 1978, CSU has participated in a national, on-line bibliographic network, OCLC, whose purpose is to share cataloging data. Such sharing enables libraries across the country to reduce the number of cataloging personnel, establish a national catalog for interlibrary loan, and standardize catalog entries. Central State's local automated catalog is NOTIS. (Materials purchased by CSU must be entered into the OCLC data base and the NOTIS data base for our public catalog.)

1. Catalog materials - This includes checking printouts or doing workforms for input on OCLC and NOTIS. This procedure is done for books, juvenile materials, curriculum materials, maps, cassettes, kits, serials, government documents, reclassification, and withdrawal of materials.

2. Input materials - This includes entering information into OCLC and transferring the information to NOTIS. All types of materials go through this procedure.

3. NOTIS cleanup - The NOTIS data base includes the "clean" OCLC entries and the local CSU data base that was begun in 1969. Each pre-OCLC entry must be converted to OCLC standards. The process, called retroconversion, accounts for 4/5's of the NOTIS data base.

4. The authority files include name, subject, and series entries. Authority files must be established to insure that the author, title, subject, and series are consistent.

5. Miscellaneous - This includes meetings, research, telephone service, map reference, statistics, managerial duties, supervision of students, selection of materials, and committee work.

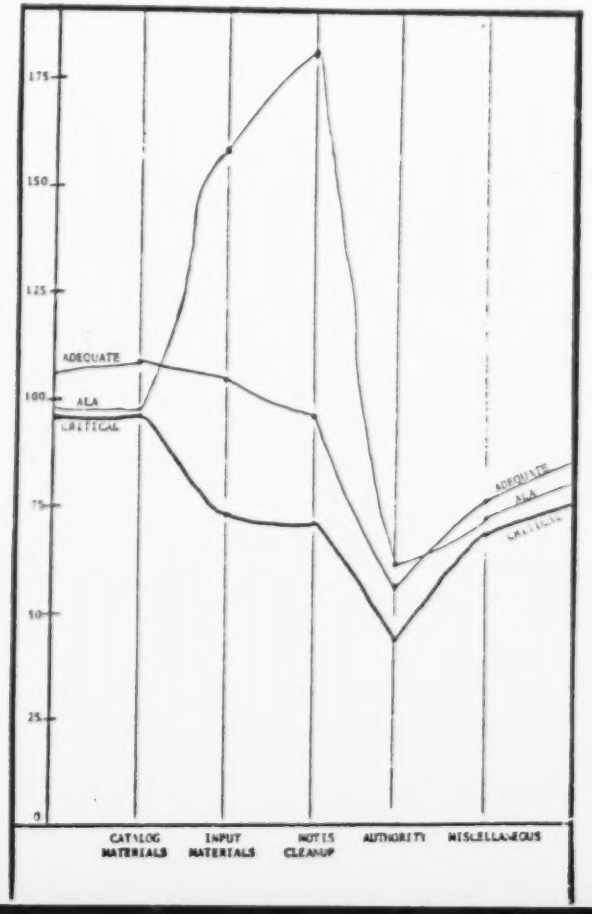
Each of these activities requires a certain amount of time spent on the OCLC and NOTIS terminals. The ZBS/S charts indicate the hours that can be expended in each of the levels of service.

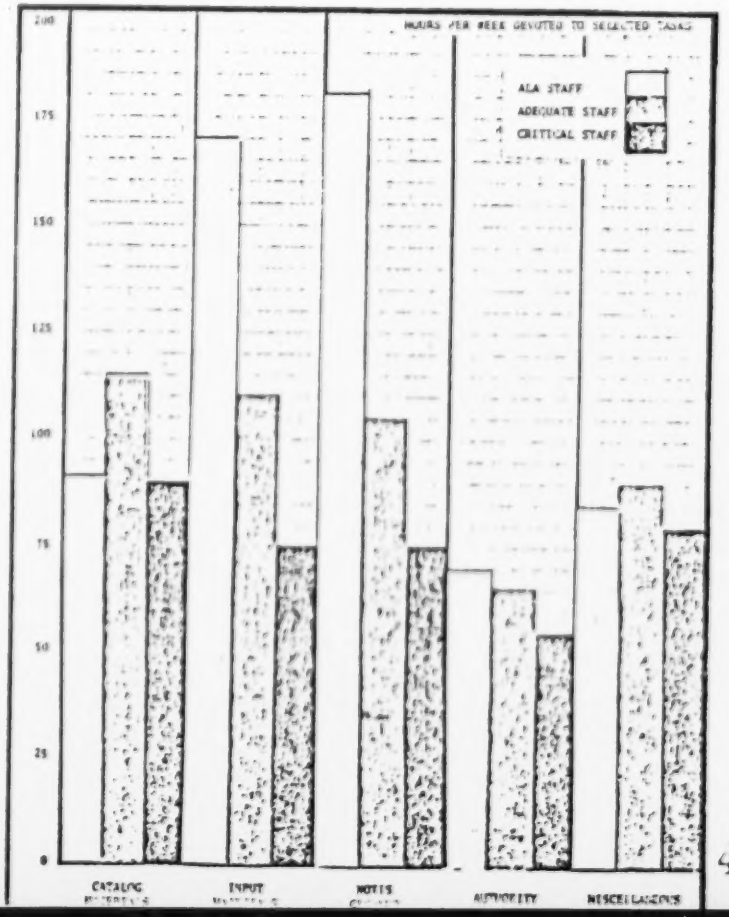
CRITICAL LEVEL: The critical level of staffing for the Cataloging Department has been established as 5 professionals, two full-time, and two part-time support staff or lower. Presently, the number of hours devoted to the five activities is below the 1980-81 level which is considered adequate for a library the size of CSU. Perhaps the most serious problem of the department in the critical level is the lack of hours devoted to the retroconversion project. Further, if the budget of 1983-84 would have proven stable, a definite backlog of materials would have developed resulting in a deprivation to our students. It is estimated by the cataloging department head that the department is at 77% of the adequate level.

ADEQUATE LEVEL: The 1980-81 staffing for the Cataloging Department was six professionals, three full-time, and two part-time support staff. As the ZBS/S charts indicate, a significant amount of additional hours could be devoted to each cataloging activity as corresponds to the critical level of staffing. With the adequate level, the all important flow of materials through the unit can be maintained. Each activity is related to the others and a slowdown in one, results in a slowdown and backlog for the unit. The most important gain with adequate level of staffing is the retroconversion of materials for the automated system.

ALA LEVEL: The ALA level would have five professionals, six full-time paraprofessionals, and four part-time paraprofessionals. This staff could work 65% more than the present critical level and 27% more than the adequate level. The goals of total conversion from card form to machine readable form is more obtainable with this size of staff.

RECOMMENDATION: The vacant part-time support staff position should be filled and one full-time Clerk I position be employed to begin circulation data input.





SERIALS

The Serials Department is charged with the responsibility of securing for the CSU Library all periodicals and serials-type materials. This process involves the ordering, receiving, and funding of not only the current paper subscriptions, but the microform editions of periodicals. The CSU Library was in the vanguard of the use of microfilm. Indeed, the library has been visited by librarians from different states and several foreign countries desiring information on the policies and procedures concerning microfilm. (The CSU Library developed a procedure of shelving microfilm with current editions that has been copied by several state academic libraries.)

The procedures for acquiring periodicals is far more involved and complex than those for books. For regular titles, there are the verification, transferring of records, placing orders, processing invoices/payments, and processing the incoming materials types of activities. Further, the Serials Department is involved in the data entry activities for creating the on-line serials data base for the CSU collection. Unfortunately, many periodical titles are not regular and must be handled as individuals as they change titles, merge with other periodicals, and cease publication only to begin again under a different title.

Further, many of the titles become microfilm holdings. The process must be repeated. Each reel must be checked for accuracy. Therefore, the Serials Department must have an adequate staff to administer the library's largest budget and these staff should be of sufficient sophistication to work with serials. Comparatively speaking, the CSU serials collection receives among the highest usage of any college or university in the state. Faculty and student research are severely affected when the latest editions of a journal or back files of microfilm are missing.

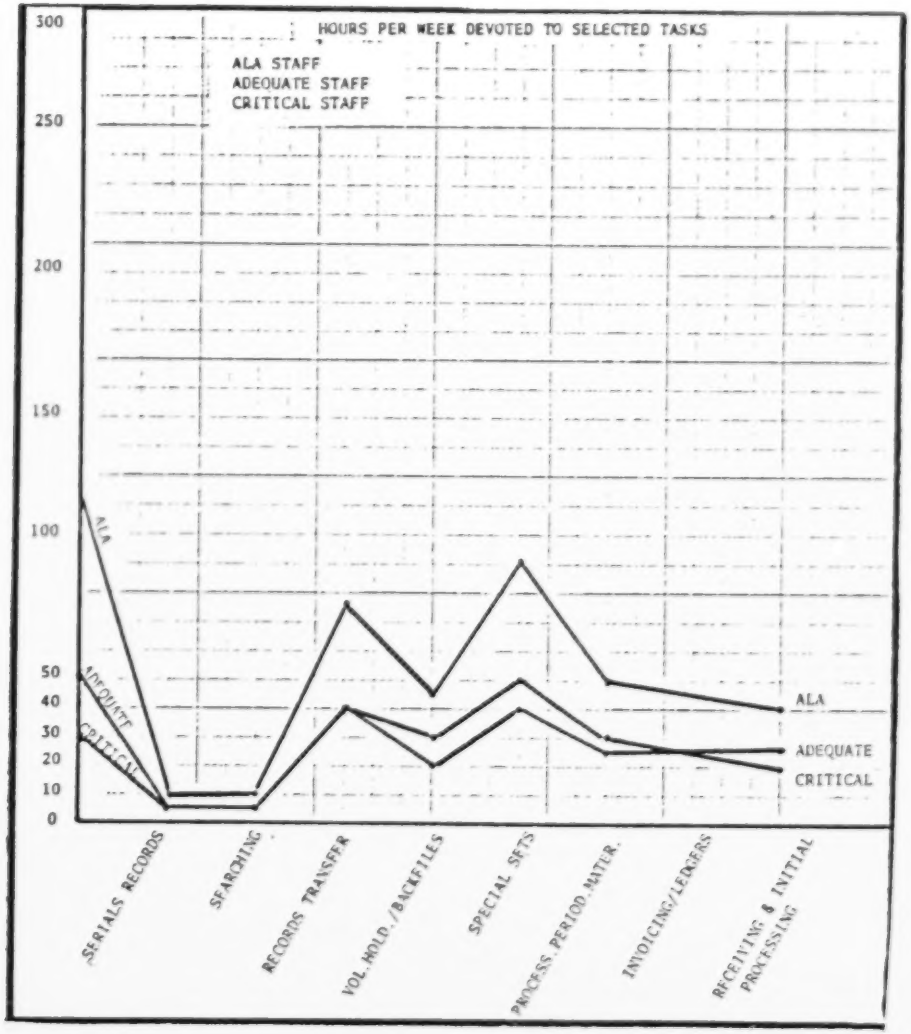
The department presently consists of the department head and four full-time support staff. There are two full-time vacancies. As with acquisitions, this is a totally unacceptable condition. Many phases of serials processing have come to a halt. These processes can not be resumed until staffing is returned to normal. The ZBS/S charts on the following page reveal the amount of staff hours that can be devoted to each activity as staff are allocated.

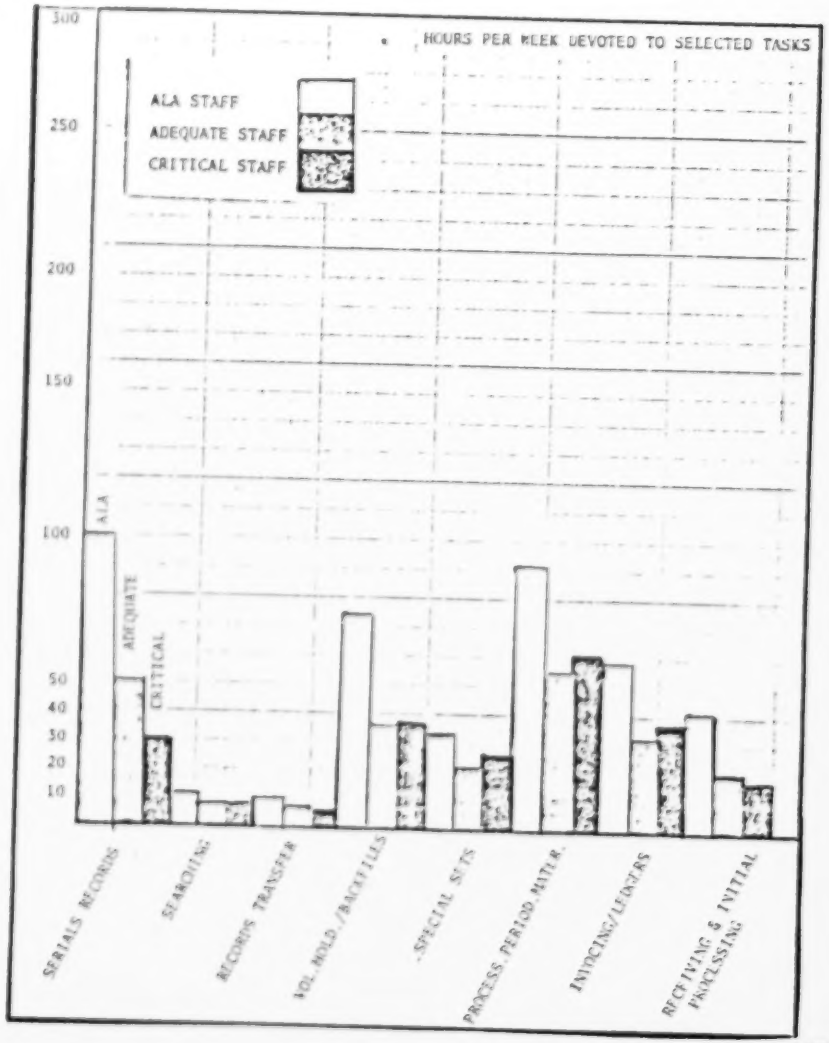
CRITICAL LEVEL: Currently the Serials Department is operating at far below adequate strength with one professional (head of department), four full-time support staff. In addition, the department is attempting to bring the serials holdings on-line which is a far more difficult and complicated process than for other automating areas. In order not to have the quality of service deteriorate, it has been necessary, not only to lessen quantity, but in some cases to eliminate some services altogether.

ADEQUATE LEVEL: In fiscal year 1982-83, considered to be an adequate staffing year, the Serials Department consisted of one professional (head of department), five full-time support staff, and one part-time support staff. The department was able to maintain adequate service at this level.

ALA LEVEL: The level of staffing for serials based on the ALA standards for our size library would be one professional librarian (head of department) eight full-time support staff, and one part-time support staff. Many services requested by our faculty could be provided at this level.

RECOMMENDATION: The one full-time and one part-time serial positions should be filled immediately. In addition, one full-time Clerk I position should be added to convert the serials data into machine readable form.





PERSONNEL

Without employees a library is only a storage place for books, periodicals, and microforms. It is a warehouse without life. The staff determines the quality of service the student receives. The selection, placement, and retention of well-qualified professionals and support staff is vital for excellence in library service and the education of our students. The Personnel Librarian administers library personnel records and forms, ensures that full-time, part-time, and student time cards are turned in properly and on time, and participates in the selection and placement of professional, support, and student staff. He also coordinates attention to the building with the maintenance department and cooperates with the university inventory control section.

Using the ZBS/S chart, the service level for possibilities for the CSU Library are:

CRITICAL LEVEL: Less than a full-time professional librarian would lower the quality of service to an unacceptable level.

ADEQUATE LEVEL: One professional librarian and one student employee.

ALA LEVEL: One experienced professional librarian and one student.

RECOMMENDATION: No change in present organization.

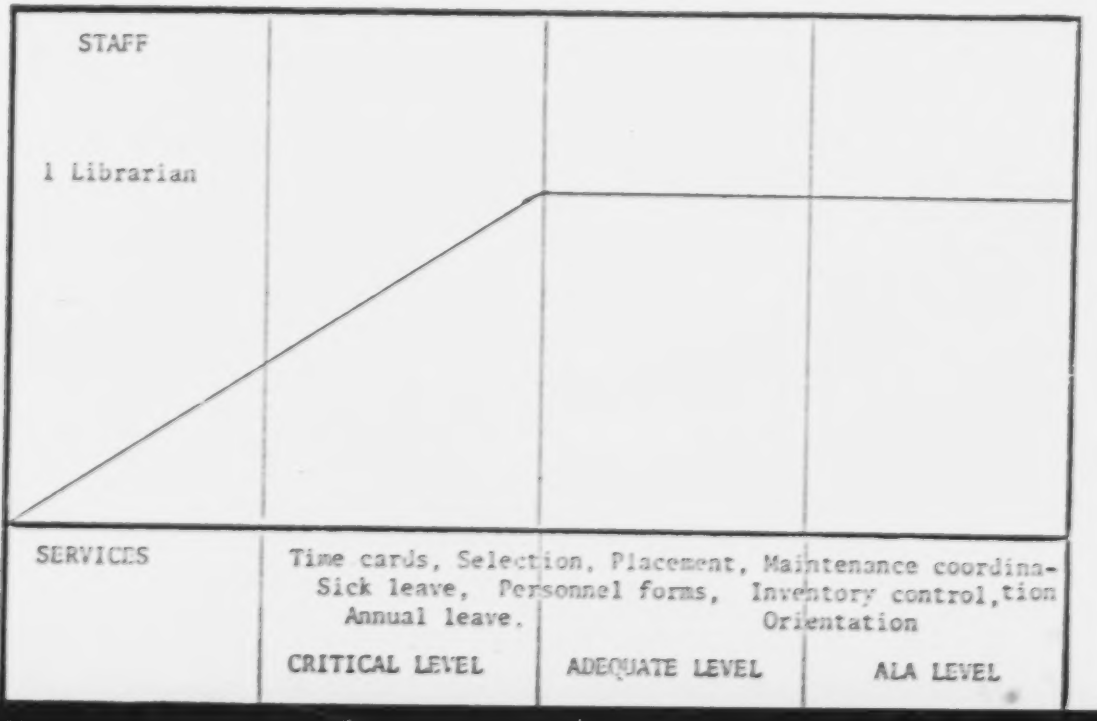


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TABLE 50

PERSONNEL IN CERTAIN TEXAS ACADEMIC LIBRARIES,

1981-82[a]

	Southwest Texas State University	Lamar University	North Texas State University	Stephen F. Austin State University	University of Texas at Arlington	University of Texas at El Paso
Total Student FTE Enrollment[b]	13,979	11,869	15,270	10,769	17,724	12,289
Rank	3	5	2	6	1	4
Librarians	18	15	32	16	32	21
FTE Students per Librarian	776.6	791.3	477.2	673.1	553.9	585.2
Rank	5	6	1	4	2	3
Other Staff Members	40	41	73	24	51	49
FTE Students per Other Staff Member	349.5	289.5	209.2	448.7	347.5	250.8
FTE Student Assistants	9.08	6.7	33.5	18.0	21.3	36.2
FTE Students per FTE Student Assist.	1,539.5	1,771.5	455.8	598.3	832.1	339.5
Total Other Staff and Student Assistants	49.08	47.7	106.5	42.0	72.3	85.2
FTE Students per Staff Member & Student Asst.	284.82	248.83	143.39	256.41	245.15	144.24
TOTAL Staff	67.1	62.7	138.5	58.0	104.3	106.2
Rank	4	5	1	6	3	2
FTE Students per Total Staff	208.3	189.3	110.3	185.7	169.9	115.7
Rank	6	5	1	4	3	2
Ratio of Librarians to Other Staff Membs.	1:2.2	1:2.7	1:2.3	1:1.5	1:1.6	1:2.3
Ratio of Lib. to Other Staff & Assistants	1:2.7	1:3.2	1:3.3	1:2.6	1:2.6	1:4.1

[a]Statistical source: Texas Council of Texas University Librarians (TCSUL). Texas Academic Library Statistics, 1982.

[b]Fall 1981 Semester.

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